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ABSTRACT

Information on 41 state government training and development programs was gathered from a survey sent to training directors in all state governments. This digest summarizes the response of each state training director to the survey. Each state summary contains information on the four major topical areas addressed in the survey and is designed to permit state-by-state comparisons of existing programs. The four major areas of information provided for each state training program are the organizational structure of the state's training and development department: the training director's background, experience, and function: the resources and services available for sharing with training departments in other states: and sources of revenue. A brief overall view of the state of the art of training programs in the states is given preceding the digests, and the name, address, and telephone number of a contact person for each state is provided. (KC)

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Committee on Executive Management and Fiscal Affairs

STATE GOVERNMENT TRAINING

STATE-OF-THE-ART

By: Robert L. Martin

U S DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

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National Governors' Association

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FORWARD

In response to the increasing need for greater administrative effectiveness, state governments have developed a variety of programs and activities to enhance the performance and professional growth of their managers and executives. As a result of these efforts, many states have obtained significant expertise in the operation of large scale management development programs.

This report provides summary information on the organization and funding of state government training. We hope this information will facilitate the sharing of ideas and resources and thereby strengthen state programs.

Richard A. Snelling
Governor Richard A. Snelling
Chairman, Committee on Executive
Management and Fiscal Affairs

Dick Riley
Governor Richard W. Riley
Chairman, Subcommittee on
Management Improvement

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I. Background

In July 1980, the National Governors' Association (NGA), working with the staff of the National Training and Development Service, undertook a survey of state government training and development directors. NGA initiated this survey to acquire base line information on the organization, administration, and funding of the training function in state government. The impact of inflation on all state programs and the need to increase the effectiveness of the training function make peer-to-peer exchange of information an important resource for state training directors.

NGA will use this survey to facilitate sharing of programs, concepts and materials among states, and thereby strengthen state programs.

II. Project Design

The survey questionnaire was sent to state training and development directors in each of the fifty states. Forty-one directors responded (82 percent). Items in the questionnaire were organized to obtain specific information on the organizational composition of each state's training program, the training director's function, the resources and services available to other state training programs, and the sources of revenue supporting the training programs. Analysis of the data provides two kinds of information: (1) general summaries of each state's responses for major survey items; and (2) a digest of individual state organizations and operations.

Organizational Composition

The first question asked in the questionnaire dealt with the organizational structure of state training and development departments. The results indicate a number of general characteristics.

Almost all responding states (95 percent) have an established training and development program, 35 percent of which have been in operation more than ten years. (Matrix A displays the duration of each state's program.) Although the training program is a centralized function in a majority of states, 95 percent of the respondents indicated that individual state agencies usually conduct their own training where technical or programmatic expertise is required.

Training Director's Function

This portion of the survey questionnaire was designed to elicit information outlining the background and experience of each state's training director. We found that 50 percent of the training directors responding to our survey have been in their current position for more than three years. (Matrix B outlines the term of each state's director.) In addition, 35 percent have been professionally involved in employee development for more than ten years. Sixty-five percent of the training directors spend 100 percent of their time on training activities, and 67 percent of the respondents have conducted training sessions in their states.

Resources and Services Available

The third part of the survey covered the resources that state training and development directors use in their training programs (i.e. consultants, federal agencies, etc.) available for sharing with training departments in other states.

Most states (78 percent) offer executive/management training to middle and top level managers. These programs are usually in the form of workshops or seminars that address general management skills development. Some states also offer more specialized training to managers and executive. For example, the state of Pennsylvania conducts

seminars in policy making for cabinet-level executives, and Rhode Island conducts workshops in labor relations for state managers.

Other training programs offered by states include: supervisory training (92 percent of the states); leadership development (62 percent); organizational development (51 percent); behavior modification (27 percent); and safety training (27 percent). (Matrix C outlines the specific breakdown by state.)

Most states have a variety of internal (in-house) resources available for their training programs. These include: audio visual equipment (95 percent of the states); training rooms/facilities (84 percent); in-house training staff (89 percent); training library (68 percent); video taping facilities/equipment (76 percent); and packaged training programs/ publications (65 percent).

The majority of states (78 percent) have developed their own specialized training resources for a wide variety of topics and in a variety of forms (i.e. workshops, manuals, videotapes). Some of these items are transferable and could be shared by other states. In fact, most states (87 percent) indicated that they would be able to provide resources to other jurisdictions, mostly in the form of consulting services.

A few states have developed highly specialized internal resources. For example, Washington has developed a computer-assisted instructional program with the help of an Intergovernmental Personnel Act (IPA) grant. (Matrix D depicts the resources available in each state.)

The majority of states make use of external resources to train employees. These include local universities and colleges (73 percent) and private consultants (81 percent). External resources are used to conduct in-house training programs, as well as to provide outside training opportunities.

In some instances, a state will have university faculty on its training staff. For example, Louisiana uses Louisiana State University faculty to augment in-house staff.

Sources of Revenue

The fourth part of the survey requested information about funding sources for state training operations.

Overall, the training function is funded by state appropriations. The majority of states (57 percent) have had an increase in the level of funding for training program over the past five years.

In addition to state appropriations, a majority of responding states (65 percent) receive external funding for the training function; usually this is in the form of an IPA grant. Almost all states (95 percent) have received an IPA grant at some point.

The IPA program has had a significant impact on the training function in state government. Respondents indicated that many of their programs could not have been implemented without this funding. When asked if a decrease in IPA funding would have an adverse effect on their training program, the majority of states (62 percent) said that such an action could seriously decrease their programming capabilities as well as force the elimination of new initiatives.

III. Digest of State Training Programs

This digest summarizes the response of each state training director to the NGA survey. Each state summary contains information on the four major topical areas addressed in the survey and is designed to permit state-to-state comparisons of existing programs.

ARIZONA

Arizona's training and development program was established by the state legislature. The program is centralized, but other agencies and departments do provide specific technical training. The central training program is headed by the manager for staff development training, who reports to the employee relations section manager of the Division of Personnel. The manager performs a variety of functions including career counseling, supervising and managing program development and delivery, and training design and program evaluation. The training staff is composed of four professionals, a program manager, and three full-time clerical positions.

Resources available to other states include training staff, audio visual equipment, packaged training programs and consulting services. The central program office can also provide special expertise in "supervisory management."

Private consultants are used to conduct training, assess organizational needs, conduct program evaluations, and provide outside training opportunities. These resources are employed in 50 to 75 percent of the programs undertaken by the central training office.

The training function is funded through agency/department budget allocations and state budget appropriations. IPA funds support selected training initiatives. Arizona currently participates in the IPA-supported CPM Program Model Transfer. (Refer to Georgia report for specifics.)

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ARKANSAS

Arkansas's training and development program was established by agency initiative after a statewide needs assessment. The current program is centralized, but other agencies and departments do provide specific technical training. The central training program is headed by the manager of the Human Resources Center in the Department of Finance and Administration, who reports to the administrator of the Office of Personnel Management. The responsibilities of the manager include career counseling, organizational consulting, and supervising and managing program development and delivery. The training staff of the Arkansas Center is comprised of eight professionals, a program manager, two full-time clerical positions, and one media technician.

Resources available to other states include consulting services and program information. The central program office can also provide special expertise in "male-female issues for managers." Private consultants and review panels are used to conduct training and program evaluations and to provide outside training opportunities. These resources are employed in 10 to 25 percent of the programs undertaken by the central training office.

The training function is funded through state budget appropriations to the agency. IPA funds support a number of selected training initiatives; however, state appropriations constitute the entire training budget.

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CALIFORNIA

California's training and development program was established by the state legislature. Each state department is individually responsible for providing training to its employees. The State Personnel Board (SPB), as directed by the legislature, is responsible for reviewing departmental training policies, plans, and compliance with legislative mandates. The SPB executes this function through its Personnel Development Division (PDD). PDD prepares and submits to the legislature an annual report on training that provides data on the kind and amount of training and trainee demographics statewide and by individual department. In addition, PDD provides a small centralized training function that supplements departmental training. The division chief of PDD reports to the executive officer of the State Personnel Board. The professional staff of the California program includes a manager of administrative services, who supervises an accountant, an audio-visual technician, a graphic artist and four clerks; a manager of departmental review, who supervises four professionals and two clerks; and a manager of centralized programs, who supervises six professional and five clerks.

Resources available to other states include training staff and consulting services. Private consultants and extension training programs are used to conduct training and provide outside training opportunities. These resources are employed in 75 percent of the programs undertaken by the central training office.

Individual departmental training programs and the PDD Departmental Review function are supported by legislative appropriation. The Central Training Program is supported by tuition fees. IPA funds support selected training initiatives.

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CONNECTICUT

Connecticut's training and development program was established as a result of the recommendations of a special governor's commission. The present program is centralized, but other agencies and departments do provide specific technical training. The central training program is headed by the personnel development director, who reports to the state director of personnel and labor relations. The director performs a variety of functions including organizational consulting, training design and evaluation, supervision and management of program development and delivery, and policy development. The training staff of the Connecticut program is comprised of four professionals, a program manager, and four full-time clerical positions.

Resources available to other states include consulting services and training staff. The central program office can also provide special expertise in "performance appraisal" and "management by objectives." Private consultants are used to conduct training programs and provide outside training opportunities. These resources are employed in 10 to 25 percent of the programs offered by the central training office.

The training function is supported by state budget appropriations to the agency. IPA and Health, Education, and Welfare Title IA funds support selected training initiatives.

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FLORIDA

Florida's training and development program was established by the state legislature. The program is centralized, but other agencies and departments provide specific technical training. The central training program is headed by the chief of training, who reports to the state personnel director. The chief performs a variety of functions, including organizational consulting, supervising and managing program development and delivery, and liaison with the state legislature. The training staff of the Florida program consists of three professional, a program manager, a program marketing specialist, and two full-time clerical positions.

Packaged training programs are available to other states. The central program office can provide special expertise in "managing organizational change."

Private consultants are used to conduct training programs, assess organizational needs, and provide outside training opportunities. These resources are employed in 75 percent of the programs undertaken by the central training office.

The training program is funded through state budget appropriations to the agency. IPA and Department of Human Resources-Title XX funds support selected training initiatives. Florida currently participates in the IPA-funded Certified Public Manager (CPM) Program Model Transfer. (Refer to Georgia report for specifics.)

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GEORGIA

Georgia's training and development program was established by the state legislature. The present program is centralized, but other agencies and departments provide specific technical training. The central training program is headed by the division director, Training and Staff Development Division, who reports to the deputy commissioner of the state merit system. The coordinator performs a variety of functions including organizational consulting, training design and evaluation, and supervision and management of program development and delivery. The training staff of the Georgia program consists of eight professional, three program managers, a division director, an assistant division director, an office manager, and four full-time clerical positions.

Georgia's training staff is available to work with other states. The central program office has special expertise in "management and organizational development." Private consultants are used to conduct training and to perform program evaluations. These resources are employed in 10 percent of the programs undertaken by the central training office.

The training program is funded primarily by state budget appropriations to the agency. IPA supports selected training initiatives. IPA funds have been used to assist in the development of the Certified Public Manager (CPM) Program.

The state of Georgia's CPM Program was created in February 1976 and is operated as a joint state government-university system undertaking. The program is designed to train state personnel in management skills through intensive courses in state management that focus on actual job experiences. In addition, the National Training and Development Service is working wi[illegible]

GEORGIA (Cont.)

the state of Georgia to transfer the CPM Program model to five additional state using IPA funds.

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ILLINOIS

Illinois's training and development program was established by the Department of Personnel pursuant to an act of the state legislature. The present program is centralized, but other agencies and departments provide specific technical training. The central training program is headed by the manager of the Division of Employee Development, a component of the Bureau of Technical Services in the Department of Personnel. The manager performs functions including career counseling, organizational consulting, and supervising and managing program development and delivery. The training staff is comprised of a program manager, seven trainers, two training needs assessment and program evaluation specialists, two management assessment specialists, and two full-time clerical positions.

Resources available to other states include training staff, audio visual equipment, and consulting services. The central program offices offers special expertise in "communication skills" and "employee performance evaluation." Private consultants are used to conduct training programs and provide outside training opportunities. These resources are employed in less than 10 percent of the programs undertaken by the central training office.

The training function is funded primarily by state budget appropriations to the agency, but IPA funds support selected training initiatives.

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INDIANA

Indiana's training and development program was created by agency initiative. The present program is centralized, but other agencies and departments provide specific technical training. The central training program is headed by the employee relations specialist, who reports to the supervisor of the Employee Relations Section of the Personnel Division in the Department of Administration. The employee relations specialist performs organizational consulting and supervises and manages program development and delivery. The training staff is composed of a program manager, a training coordinator and a part-time clerical position.

Private consultants and public and private sector training organizations are used to conduct training and program evaluations. These resources are employed in 25 percent of the programs undertaken by the central training office.

The training function is supported by allocations from agency budgets, tuition charges and IPA funds. Approximately 50 percent of the training budget is funded by state appropriations.

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IOWA

Iowa's training and development program was initiated through executive recommendation. The present program is centralized, but other agencies and departments provide specific technical training. The central training program is headed by the state training administrator, who reports to the Iowa Management Training Board. The responsibilities of the training administrator include organizational consulting, training design and evaluation, and supervision and management of program development and delivery. The training staff is composed of a program manager, a professional staff person, and a full-time clerical position.

Resources available to other states include training staff, audio visual equipment, packaged training programs, and consulting services. The central program office can also provide special expertise in "performance evaluation," "supervisory skills," "human relations," "equal employment opportunity-affirmative action," and "discipline and grievance handling." Private consultants are used to conduct training programs. These resources are employed in 25 to 50 percent of the programs undertaken by the central training office.

The training functions is supported by IPA funds and agency allocations. Approximately 50 percent of the budget is funded by state appropriations.

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Patricia Anne Meny
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Iowa Merit Employment Department
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Des Moines, Iowa 50319
(515) 281-3018

KANSAS

Kansas's training and development program was created through executive recommendation. The present program is centralized, but other agencies and departments provide specific technical training. The central training program is headed by the director of staff development and training, who reports to the director of personnel services in the Department of Administration. The director performs a variety of functions including organizational consulting, training design and evaluation, and supervising and managing program development and delivery. The training staff is comprised of three professionals, a program manager, and a full-time clerical position.

Resources available to other states include consulting services, packaged training programs, and training staff. The central program office can provide special expertise in "communication skills," "management development," "performance evaluation," "inter-personal relations," "conflict management," "time management," and "assertiveness training."

The training function is funded through an agency budget. With the exception of the IPA support for selected training initiatives, agency budget allocations constitute the entire budget.

Contact:

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Kansas Division of Personnel Services
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KENTUCKY

Kentucky's training and development program was created by executive recommendation. The present program is centralized, but agencies and departments provide specific technical training. The central training program is headed by the director of the Division of Employee Services, who reports to the commissioner of the Department of Personnel. The director supervises and manages program development and delivery. The training staff is composed of three professionals, a clerk and three student intern positions.

Resources available to other states include training staff, packaged training programs, and consulting services. Private consultants and public officials are used to conduct training programs, assess organizational needs, and provide outside training opportunities. These resources are employed in 50 to 75 percent of the programs undertaken by the central training office.

The training program is funded through the agency budget. IPA funds support selected training initiatives.

Contact:

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LOUISIANA

Louisiana's training and development program was created by executive order and by action of the state legislature. The present program is centralized, but agencies and departments provide specific technical training. The central training program is headed by the manager of employee services and development, who reports to the Civil Service deputy assistant director. The manager performs a variety of functions including organizational consulting, training design and evaluation, and supervising and managing program development and delivery. The training staff consists of eight professionals on the staff of Louisiana State University's Governmental Services Institute as well as professional consultants as needed.

Resources available to other states include consulting services and program information. The central program office can also provide special expertise in "grievance and appeal procedures and counseling," "performance appraisal," "discipline," and "employee development."

The training function is funded by state budget appropriations to the agency and Louisiana State University. IPA funds support selected training initiatives. Louisiana currently participates in the IPA-funded CPM Program Model Transfer. (Refer to State of Georgia report for specifics.)

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MAINE

Maine does not have a centralized training and development program. However, the state has developed a performance appraisal training manual that is available to other states.

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MARYLAND

Maryland's training and development program was created by agency initiative. The present program is centralized, but agencies and departments provide specific technical training. The central training program is headed by the director of the Management Development Center, who reports to the director of the Employee Development Division. The director performs a variety of functions including training design and evaluation, organizational consulting, and supervising and managing program development and delivery. The training staff of the center is comprised of seven professional positions.

The central program office can provide special expertise in "career mobility strategies," "time management," "stress management," "supervisory skills," and "building effective relations." Private consultants are used to conduct training programs, provide technical assistance to other state and local government agencies. These resources are employed in 75 percent of the programs undertaken by the central training office.

The training function is funded by state budget appropriations to the agency. IPA funds were used to create the center; however, state appropriations now constitute the entire training budget.

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Management Development Center
Employee Development Division
Maryland Department of Personnel
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Baltimore, Maryland 21218
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MASSACHUSETTS

Massachusetts's training and development program was created by agency initiative based on a statewide needs assessment. The present program is centralized, but other agencies and departments provide specific technical training for their own staff. The central program is headed by the director of employee development, who reports to the state personnel administrator. The director performs a variety of functions including organizational consulting and supervising and managing program development and delivery. The training staff of the Massachusetts program is comprised of eleven professionals and four full-time clerical positions.

The centralized program consists of a three-level executive, management and supervisory training program, an employee performance appraisal program, an employee assistance program and a suggestion awards program.

Resources available to other states include consulting services and some packaged training programs. Private consultants are used to conduct training and program evaluations and to provide outside training opportunities. These resources are employed in 50 to 75 percent of the programs undertaken by the central training office.

The training function is funded by state budget appropriations and federal grants. IPA supports a number of training initiatives, with state appropriations constituting twenty-five percent of the training budget.

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MICHIGAN

Michigan's training and development program was created by agency initiative. The present interagency training program is centralized, but other agencies and departments provide specific technical training. The function is headed by the director of the Personnel Development Division, who reports to the bureau chief of the Michigan Civil Service Department. The director and staff perform a variety of functions including organizational consulting and supervising and managing program development and delivery. The training staff is comprised of four professionals, a program manager, and two full-time clerical positions.

Resources available to other states include consulting services and packaged training programs. Local colleges and universities are used to conduct training and provide outside training opportunities. These resources are employed in 75 percent of the programs undertaken by the central training office.

The training functions is funded by state budget appropriations to the agency. IPA supports selected training initiatives.

Contact.

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MINNESOTA

Minnesota's training and development program was created by the state legislature. The program is centralized, but operating agencies and departments also provide training. The function is headed by the training and development manager, who reports to the assistant commissioner, who in turn reports to the commissioner of the Department of Employee Relations. The manager performs a variety of functions including training design and evaluation, organizational consulting, and supervising and managing program development and delivery. The training staff of the Minnesota program is comprised of seven professionals, two program marketing and resource development specialists, a program manager, and a full-time administrative support position.

Resources available to other states may include consulting services, training staff, training materials, audio visual equipment, and packaged training programs. Private consultants, academic institutions, and the U.S. Office of Personnel Management also help to conduct training and to provide outside training opportunities. These resources are employed in 25 to 50 percent of the course offerings undertaken by the central training office.

The training function is funded by state budget appropriations to the agency and charges fees to participating agencies. Although IPA supports selected training initiatives, state appropriations constitute the majority of the training budget.

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MISSISSIPPI

Mississippi is in the process of creating a training and development program. It is anticipated that, within the next two years, Mississippi will be offering a full range of training services to state employees.

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MISSOURI

Missouri's training and development program was created by the state legislature. The current program is centralized, but other agencies and departments provide specific technical training. The central function is headed by the state training coordinator, who reports to the state director of personnel, who reports to the commissioner of administration. The training coordinator performs a variety of functions including training design and evaluation, organizational consulting, and supervising and managing program development and delivery. The training staff is comprised of five professionals, a program manager, and two full-time clerical positions.

Resources available to other states include training staff, consulting services, and packaged training programs. Private consultants are used to conduct training, but these resources are employed in less than 10 percent of the programs undertaken by the central training office.

The training function is funded through state budget appropriations to the agency. IPA funds support selected training initiatives.

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NEBRASKA

Nebraska's training and development program was created by agency initiative. The current program is centralized, but other agencies and departments provide specific technical training. The function is headed by the training officer, who reports to the employee services manager, who reports to the director of the State Department of Personnel. The responsibilities of the training officer include professional consulting and supervising and managing program development and delivery. The training staff is comprised of a professional and a full-time clerical position.

Nebraska's training staff is available to provide consulting services to other states. Private consultants are used to conduct training. These resources are employed in less than 10 percent of the programs undertaken by the central training office.

The training function is funded by state budget appropriations to the agency. IPA supports selected training initiatives.

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NEVADA

Nevada's training and development program was created by agency initiative. The current program is centralized but other agencies and departments provide specific technical training. The function is headed by the chief personnel manager, who reports to the personnel division chief. The chief personnel manager performs functions including training design and evaluation, organizational consulting, and supervising and managing program development and delivery. The training staff is comprised of four professionals, a program manager and a part-time clerical position.

The central program office offers special expertise in "problem analysis and decision making," "work performance standards-employee appraisals," "grievances-discipline," "communication skills," and "employee relations." Private consultants are used to conduct training, assess organizational needs, and provide outside training opportunities. They are employed in less than 10 percent of the programs undertaken by the central training office.

The training functions is funded by state budget appropriations to the agency. IPA supports selected training initiatives.

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NEW HAMPSHIRE

New Hampshire's training and development program was created by agency initiative. The current program is centralized, but other agencies and departments provide specific technical training. The central function is headed by the training supervisor, who reports to the deputy director of the Personnel Department. The responsibilities of the training supervisor include training design and evaluation, organizational consulting and supervising and managing program development and delivery. The training staff is comprised of a professional and a full-time clerical position.

Resources available to other states include program information and exhange. The U.S. Office of Personnel Management helps to conduct training, in 25 to 50 percent of the programs undertaken by the central training office.

The training function is funded by state budget appropriations to the agency. IPA support selected training initiatives.

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NEW JERSEY

New Jersey's training and development program was created by agency initiative. The current program is centralized, but other agencies and departments provide specific technical training. The central function is headed by the assistant director for employee development, who reports to the director of personnel services and employee development, who reports to the secretary of the New Jersey Department of Civil Service. The assistant director manages the employee development responsibilities, including supervising and managing program development and delivery. The training staff is comprised of five regional and program managers, fifteen training professionals, six program marketing specialists, and ten full-time clerical positions.

Resources available to other states include consulting services, training staff, audio visual equipment, and packaged training programs. The central program office can provide special expertise in "personal management," "labor relations," and "organizational development."

Private consultants are used to conduct training in less than 10 percent of the programs undertaken by the central training office.

The training function is supported by agency budgets, federal funds, and state budget appropriations. IPA supports selected training initiatives. However, state agency allocations comprise almost the entire training budget. Direct state budget appropriations amount to less than 1 percent.

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NEW MEXICO

New Mexico's training and development program was created in 1979 by executive recommendation. The program is centralized, but other agencies and departments provide specific technical training. The function is headed by the state training coordinator, who reports to the state personnel director. The responsibilities of the coordinator include organizational consulting and supervising and managing program development and delivery. The training staff is currently comprised of one professional position.

Private consultants and packaged self-instruction packages are used to conduct training, assess organizational needs and provide outside training opportunities. These resources are employed in 50 to 75 percent of the programs undertaken by the central training office.

The training function is funded by state budget appropriations and federal grants. IPA supports a number of training initiatives and constitutes 50 percent of the budget. State appropriations make up the remaining 50 percent.

Contact:

Natalie Babcock
State Training Coordinator
State Personnel Office
130 South Capitol
Santa Fe, New Mexico 87501
(505) 827-5201

NEW YORK

New York's training and development program was created through a combination of executive orders, agency initiatives and labor-management agreements. The current program is centralized, but other agencies and departments provide specific technical training. The function is headed by the director of public employee training, who reports to the administrative director of the New York State Department of Civil Service. In this position, the director performs functions including union negotiations and supervising and managing program development and delivery. The training staff is comprised of eighteen professionals, three program managers, and thirteen full-time clerical positions.

Private consultants are used to conduct training and are employed in 50 to 75 percent of the programs undertaken by the central training office.

The training function is funded by state budget appropriations to the agency. Although some training has been funded by IPA and Federal Highway Safety programs, the activities are financed primarily through state budget appropriations.

Contact:

Ronald W. James
Director
Public Employee Training
New York State Department of Civil Service
Building 1, State Office Campus
1220 Washington Avenue
Albany, New York 12239
(518) 456-3441

NORTH CAROLINA

North Carolina's training and development program was created through executive order and action by the state lesiglature. The current program is not centralized, so individual agencies and departments provide specific or technical training related to their type of service. The function is headed by the director of training, who reports to the director of the Office of State Personnel, who reports to the governor. The director of training has responsibility for supervising and managing program development delivery within the Office of State Personnel. The training staff is comprised of three training specialists, a program director for the Certified Public Manager (CPM) Program Model Transfer, a program marketing specialist, a training director, and a full-time clerical position.

The training function is funded by state budget appropriations, agency budget allocations, and federal grants. IPA has funded a number of training initiatives including the Certified Public Manager (CPM) Program Model Transfer. (Refer to Georgia report for specifics.)

Contact:

Dan Lowman
Training Specialist
Personnel Development Division
Office of State Personnel
101 West Peace Street
Raliegh, North Carolina 27603
(919) 733-2474

OHIO

Ohio currently does not have an established employee training and development program. Agency budget allocations and IPA funds are used to provide a limited number of training programs and services to state employees such as first-level managers, state agency heads and local government officials.

Contact:

Sandra Drabik
Training Coordinator
Department of Administrative Services
30 East Broad Street
40th Floor
Columbus, Ohio 43215
(614) 466-9366

OREGON

Oregon's training and development program was created by the state legislature. The program is centralized, but individual agencies and departments provide specific technical training. The central function is headed by the assistant personnel administrator, who directs the Management Development and Consultation Unit and reports to the state personnel administrator in the Executive Department. The assistant personnel administrator has responsibility for training design and evaluation, organizational consulting, and supervising and managing program development and delivery. The training staff is comprised of two training consultants and two full-time clerical positions.

Resources available to other states include consulting services, training staff, audio visual aids and training programs designed to meet specific performance requirements. The central program office can also provide special expertise in "instructional technology."

Private consultants are used to conduct training. These resources are used to assist agency heads and trainers through action research and organizational consulting, training design and evaluation and direct sponsorship of selected management training programs.

The training program is funded by the state personnel division's per capita assessment to state agencies. In addition, a training reimbursement account permits tuition charges for interagency training programs, and IPA supports selected training initiatives.

Contact:

Genevieve M. Lind
Management Development Consultant
Executive Department
Personnel Division
775 Court Street, NE
Salem, Oregon 97310
(503) 378-5578

PENNSYLVANIA

Pennsylvania'a training and development program was created by agency initiative. The current program is decentralized, with agencies and departments responsible for providing training. The central office coordinates and directs the statewide training program. The activity is headed by the employee training coordinator, who reports to the director of the Bureau of Personnel, who in turn reports to the deputy secretary for employee relations. The employee training coordinator is responsible for career counseling, organizational consulting, technical design and evaluation and supervising and managing program development and delivery. The training staff is comprised of four professionals, a program manager, and a full-time clerical position.

Private consultants and the U.S. Office of Personnel Management are used to conduct training and provide outside training opportunities. These resources are employed in 25 to 50 percent of the program undertaken by the central training office.

The training function is support by state budget appropriations and federal grant funds. The Intergovernmental Personnel Act and Higher Education Title I funds support a number of training initiatives (approximately 50 percent of the budget). Title I funds are used in a cooperative program with the Pennsylvania State University to provide management workshops and policy seminars. State appropriations constitute the remaining half of the budget.

Contact:

Nancy Z. Dering
Training Coordinator
Office of Budget and Administration
500 Finance Building
Harrisburg, Pennsylvania 17120
(717) 787-3679

RHODE ISLAND

Rhode Island's training and development program was created by executive order and action by the state legislature. The current program is centralized, but other agencies and departments provide specific technical training. The function is headed by the chief of training, who reports to the director of personnel, who reports in turn to the director of the Department of Administration. The responsibilities of the chief of training include career counseling, organizational consulting, training design and evaluation, and supervising and managing program development and delivery. The training staff is comprised of three professionals and two full-time clerical positions.

Resources available to other states include consulting services, audio visual equipment, and training staff. The central program office can also provide special expertise in "administration and management," "organizational development," "public safety," and "supervisory skills."

Private consultants are used to conduct training and provide outside training opportunities. These resources are employed in 10 to 25 percent of the programs undertaken by the central training office.

The training function is funded by state budget appropriations to the agency. The IPA supports selected training initiatives.

Contact:

John J. Kilduff
Chief of Training
Division of Personnel
289 Promenade Street
Providence, Rhode Island 02908
(401) 277-2178

SOUTH CAROLINA

South Carolina's training and development program was created by agency initiative and action by the state legislature. The current program is centralized, but other agencies and departments provide specific technical training. The function is headed by the manager of the Training and Development Unit, who reports to the section director of personnel relations and training of the Department of Personnel--South Carolina Budget and Control Board. The manager supervises and manages program development and delivery. The training staff is comprised of six professionals, a program manager, and a full-time clerical position.

Resources available to other states include consulting services and packaged training programs. Private consultants and state agency officials are used to conduct training and provide outside training opportunities. These resources are employed in 100 percent of the programs undertaken by the central training office.

The training function is funded by state budget appropriations and federal grants. The IPA supports a number of training initiatives (approximately 50 percent of the budget) with state appropriations and program income constituting the remaining 50 percent.

Contact:

James E. Holliman
Manager
Training and Development Unit
State Personnel Division
2221 Devine Street
P.O. Box 50367
Columbia, South Carolina 29250
(803) 758-2103

SOUTH DAKOTA

South Dakota's training and development program was created by the state legislature. The current program is centralized, but individual agencies and departments provide specific technical training. The function is headed by the administrator of employee services, who reports to the commissioner of the Bureau of Personnel. The responsibilities of the administrator include career counseling, organizational consulting, training design and evaluation, and supervising and managing program development and delivery. The training staff is comprised of two professionals and a program manager.

The central program office can offer special expertise in "behavior modification," "adverse actions" and "performance appraisals." Resources available to other states include consulting services, training staff, and packaged training programs.

Private consultants are used to conduct training in 10 percent of the programs undertaken by the central training office.

The training function is funded by state budget appropriations and tuition reimbursements. The IPA supports selected training initiatives.

Contact:

Larry Beck
Administrator of Employee Services
South Dakota Bureau of Personnel
State Capitol
Pierre, South Dakota 57501
(605) 733-3148

TENNESSEE

Tennessee's training and development program was created by executive order. The current program is centralized, but through a "train-the-trainer" concept, decentralized supervisory training is now offered to all agencies and departments. Individual agencies and departments provide specific technical training. The function is headed by the director of state employee training, who reports to the commissioner of the Department of Personnel. The responsibilities of the director include training design and evaluation, organizational consulting, and supervising and managing program development and delivery. The training staff is comprised of five professionals--a director, an assistant director, three employee development officers, and one assistant employee development officer--and four full-time clerical positions.

Private consultants are used to conduct training and program evaluations and to provide outside training opportunities. These resources are employed in 30 to 40 percent of the programs undertaken by the central training office.

Twenty-six percent of the budget for the training function comes from a direct appropriation to the agency; 46 percent comes from agency appropriations; and 28 percent comes from federal grants.

Contact:

George H. Bass
Director
State Employee Training
Tennessee Department of Personnel
1216 Andrew Jackson State Office Building
Nashville, Tennessee 37219
(615) 741-3673

TEXAS

The Texas Merit System Council's training and development program was created by agency initiative. Training in Texas is not centralized, with agencies and department providing specific or technical training related to the services for which they are responsible. The merit system's training function is headed by a trainer who reports to the director of the agency. The functions of the trainer include training design and evaluation, organizational consulting, and supervising and managing program development and delivery.

Resources available to other states include program information and special expertise areas involving "supervisory skills," "equal employment opportunity/affirmative action," and "performance evaluations."

The U.S. Office of Personnel Management conducts training or provides outside training opportunities in 10 to 25 percent of the programs undertaken by the agency.

The training function is funded by state agency budget allocations.

Contact: Leo F. Brockmann
Director
Texas Merit System Council
P.O. Box 1389
Austin, Texas 78767

UTAH

Utah's training and development program was created by agency initiative. The current program is centralized, but individual agencies and departments provide specific technical training. The function is headed by the staff development coordinator, who reports to the director of employee services. The responsibilities of the coordinator include development of performance appraisal systems and supervising and managing program development and delivery. The training staff is comprised of a professional and a program manager.

Resources available to other states include consulting services, training staff, audio visual equipment, and packaged training programs. The central program office also offers special expertise in "performance appraisal," "communication skills," "time management," and "ethics."

Private consultants are used to conduct training. These resources are employed in 25 to 50 percent of the programs undertaken by the central training office.

The training function is funded by state budget appropriations, state agency allocations, and federal grants. The IPA supports a number of training initiatives (approximately 50 percent of the budget) while state appropriations and agency allocations constitute the remaining 50 percent.

Contact:

Conroy R. Whipple
Staff Development Coordinator
Utah Office of Personnel Management
130 State Capitol Building
Salt Lake City, Utah 84114
(801) 533-5387

VERMONT

Vermont's management training and development program (Certified Public Manager) was created by executive order. This CPM Program is centrally managed by the State's Personnel Department. The function is headed by the chief of employee training and development, who reports to the personnel commissioner in the Agency of Administration. The chief of employee training and development performs functions that include training design, managing program development and delivery, resource coordination, program evaluation and organizational consulting. The training staff is comprised of a program manager, a professional trainer, and a full-time secretary.

Resources available to other states include consulting services, sharing of training materials, program development information, and supervisory/management expertise. Private consultants and state officials are used to aid in curriculum development, delivery of training programs, program evaluation and technical consulting in program planning/development. These resources have been used only for the CPM Program.

The management training function is funded by budget appropriations and federal grant funds through the IPA Program. IPA funds are used only for development and operation of the Certified Public Manager Program Model Transfer. (Refer to the State of Georgia report for specifics.)

Contact:

Kay Charron
Chief of Employee Training & Development
Personnel Department
State of Vermont
110 State Street
Montpelier, Vermont 05602
(802) 828-3495

VIRGINIA

Virginia's training and development program was created by executive order in 1977. The current program is centralized, but other agencies and departments provide specific technical training. The function is headed by the director of management development and training, who reports to the director of the Department of Personnel and Training in the Department of Administration and Finance. The director performs a variety of functions including career counseling, organizational consulting and supervising, and management program development and delivery. The director of management development and training uses an advisory council of university representatives to identify and develop new and innovative programs. The training staff is comprised of a director, seven professionals and four full-time clerical positions.

Virginia has offered to participate in efforts to share program information with other states.

The training function is funded by state budget appropriations and tuition charges. The IPA supports a number of training initiatives.

Contact:

Paul R. Thompson
Director
Management Development and Training
Personnel and Training Department
304-C State Finance Building
Richmond, Virginia 23219
(702) 786-7407

WASHINGTON

Washington's Human Resource Development (HRD) program was created by the Washington State Personnel Board and confirmed by executive order and the state legislature. The current program is centralized in the Division of Human Resources Development in the Department of Personnel with other agencies providing specific training related to their unique services. The interagency function is headed by the division manager-Division of Human Resource Development, who reports to the director of the Department of Personnel of the Washington State Personnel Board. The human resource development manager is responsible for the following functional areas: planning, organizational consulting, management development, employee development, technical training and interagency training to support executive orders and legislation. The HRB staff is comprised of eighteen professionals, including four program managers, and four full-time clerical positions.

Resources available to other states include consulting services, training staff, packaged training programs and a computerized information system. The central program office can also provide special expertise in "human resource development information systems." Private consultants and state officials are sometimes used to conduct training. These resources are employed in 50 to 75 percent of the programs undertaken by the central HRD office.

The training function is funded as a departmental allocation within the Department of Personnel's budget appropriations. The IPA program and other grants (e.g., Pacific Northwest Regional Council) support selected training initiatives.

Contact:

Dr. Mary Jo Lavin
Manager
Division of Human Resource Development
400 East Union
Olympia, Washington 98504
(206) 754-1341

WEST VIRGINIA

West Virginia's training and development program was created by agency initiatives. The current program is centralized, but other agencies and departments provide specific technical training. The function is headed by the personnel analyst supervisor, who reports to the assistant director of personnel. The supervisor is responsible for supervising and managing program development and delivery. The training staff is comprised of three professionals, a program manager, and a part-time clerical position.

Packaged training programs are available to other states. The training function is funded by state budget appropriations and federal grant funds. The IPA supports a number of training initiatives (approximately 50 percent of the budget) with state appropriations constituting the remaining 50 percent.

Contact:

William Patrick McBrayer
Personnel Analyst Supervisor
West Virginia Civil Service System
1900 Washington Street, East
Charleston, West Virginia 25305
(304) 348-2146

WISCONSIN

Wisconsin's training and development program was created by agency initiative. The current program is centralized, but individual agencies and departments provide specific technical training. The function is headed by the director of the Bureau of Employee Development and Training, who reports to the administrator of the Division of Human Resources. The director is responsible for supervising and managing program development and delivery. The training staff of the Wisconsin program is comprised of two professionals, a program manager, and two full-time clerical positions.

Resources available to other states include consulting services and training staff. Private consultants are used to conduct training and provide outside training opportunities. These resources are employed in 75 percent of the programs undertaken by the central training office.

The training function is funded primarily by program revenue generated from tuition charges. The Intergovernmental Personnel Act supports selected training initiatives.

Contact:

Joseph Pelliterri
Director
Bureau of Employee Development & Training
Department of Employee Relations
149 E. Wilson Street
Madison, Wisconsin 53702
(608) 266-0664

WYOMING

Wyoming's training and development program was created by agency initiative. The current program is not centralized, and individual agencies and departments offer specific or technical training related to the services they provide. The function is headed by the manager for personnel development, who reports to the director of personnel. The manager is responsible for career counseling and supervising and managing program development and delivery. The training staff is comprised of two professionals, a program manager, and a full-time clerical position.

Resources available to other states include consulting services and training staff. The central program office can provide special expertise in "supervisory skills," "planning and goal setting," "motivation," "problem solving," and "career management."

Private consultants and the Rocky Mountain Regional Training Center are used to conduct training and provide outside training opportunities. These resources are employed in 25 to 50 percent of the programs undertaken by the central training program.

The training function is funded by state budget appropriations to the agency. IPA funds support selected training initiatives.

Contact:

Paul R. Allee
Manager
Personnel Development
Personnel Division
Emerson Building
Cheyenne, Wyoming 82001
(307) 635-5779

DURATION OF STATE CENTRAL TRAINING PROGRAMS

MATRIX A

STATE	LT 1 Year	1-3 Years	3-5 Years	5-10 Years	More Than 10 years
ARIZONA		X			
ARKANSAS				X	
CALIFORNIA					X
CONNECTICUT		X			
FLORIDA				X	
GEORGIA					X
ILLINOIS					X
INDIANA			X		
IOWA	X				
KANSAS		X			
KENTUCKY	X				
LOUISIANA		X			
MAINE	NA[1]				
MARYLAND				X	
MASSACHUSETTS					X
MICHIGAN					X
MINNESOTA					X
MISSISSIPPI	X				
MISSOURI			X		
NEBRASKA			X		
NEVADA				X	
NEW HAMPSHIRE				X	
NEW JERSEY					
NEW MEXICO	X				
NEW YORK					X
NORTH CAROLINA				X	
OHIO	X[2]				
OREGON					X
PENNSYLVANIA					X
RHODE ISLAND					X
SOUTH CAROLINA				X	
SOUTH DAKOTA				X	
TENNESSEE					X
TEXAS			X		
UTAH		X			
VERMONT		X			
VIRGINIA				X	
WASHINGTON					X
WEST VIRGINIA			X		
WISCONSIN		X			
WYOMING				X	

(1) No centralized program is operating at this time.
(2) Information is not available at this time.

STATE TRAINING DIRECTORS

LENGTH OF TIME IN POSITION
MATRIX B

STATE	LT 1 Years	1-3 Years	3-5 Years	5-10 Years	More Than 10 Years
ARIZONA	X				
ARKANSAS		X			
CALIFORNIA	X				
CONNECTICUT		X			
FLORIDA	X				
GEORGIA	X				
ILLINOIS				X	
INDIANA	X				
IOWA		X			
KANSAS		X			
KENTUCKY	X				
LOUISIANA		X			
MAINE	NA[1]				
MARYLAND		X			
MASSACHUSETTS					X
MICHIGAN				X	
MINNESOTA				X	
MISSISSIPPI	X				
MISSOURI			X		
NEBRASKA			X		
NEVADA		X			
NEW HAMPSHIRE				X	
NEW JERSEY			X		
NEW MEXICO	X				
NEW YORK			X		
NORTH CAROLINA	X				
OHIO	X[2]				
OREGON					X
PENNSYLVANIA	X				
RHODE ISLAND			X		
SOUTH CAROLINA			X		
SOUTH DAKOTA				X	
TENNESSEE				X	
TEXAS			X		
UTAH	X				
*VERMONT		X			
VIRGINIA	X				
WASHINGTON		X			
WEST VIRGINIA		X			
WISCONSIN		X			
WYOMING				X	

[1] Maine does not have a training director at this time.
[2] Information is not available at this time.

PROGRAMS OFFERED IN EACH STATE

MATRIX C

STATE	LEADERSHIP DEVELOPMENT	ORGANI-ZATIONAL DEVELOPMENT	BEHAVORIAL MODIFICA-TION	SAFETY TRAINING	CLERICAL TRAINING	CAREER TRAINING	COMMUNI-CATIONS	HUMAN RELATIONS	EEO/ AA	DATA PROCESSING	EMPLOYEE ORIENTATION	TRAINING OF TRAINERS	FINANCIAL MANAGEMENT	PERFORMANCE EVALUATION	EMPLOYMENT MANAGEMENT
ARIZONA	X	X	X												
ARKANSAS	X	X	X	X	X				X	X					
CALIFORNIA	X	X	X		X							X			
CONNECTICUT	X		X												
FLORIDA	X	X	X	X											
GEORGIA	X	X	X			X			X						
ILLINOIS	X	X	X		X										
INDIANA	X	X			X										
IOWA	X		X									X			
KANSAS	X					X							X		
KENTUCKY	X	X		X	X					X					
LOUISIANA	*2										X				
MAINE															
MARYLAND	X	X	X	X											
MASSACHUSETTS	X	X	X												
MICHIGAN	X	X	X	X	X			X			X				
MINNESOTA	X	X			X	X	X					X		X	
MISSISSIPPI														X	
MISSOURI	X	X	X	X										X	
NEBRASKA	X			X		X									
NEVADA	X	X	X												
NEW HAMPSHIRE	X	X	X	X	X				X						
NEW JERSEY	X	X	X								X				
NEW MEXICO	X			X											
NEW YORK	X	X													
NORTH CAROLINA	X			X	X										
OHIO						X									
OREGON	X	X	X												
PENNSYLVANIA	X	X			X			X							
RHODE ISLAND	X					X	X					X			
SOUTH CAROLINA	X	X	X							2					
SOUTH DAKOTA	X		X		X										
TENNESSEE	X	X			X										
TEXAS	X								X						X
UTAH	X														
VERMONT	X	X	X												
VIRGINIA	X	X			X			X							
WASHINGTON	X		X			X	X								
WEST VIRGINIA	X				X					X					
WISCONSIN	X	X	X	X											
WYOMING	X			X											

RESOURCES AVAILABLE TO OTHER STATES
MATRIX D

STATE	TRAINING STAFF	CONSULTING SERVICES	AUDIO-VISUAL EQUIPMENT	PACKAGED TRAINING PROGRAMS	PROGRAM INFORMATION	COURSE OUTLINES	COMPUTER INFORMATION SYSTEM	NO RESOURCES AVAILABLE
ARIZONA	X	X	X	X				
ARKANSAS	X	X			X			
CALIFORNIA	X	X						
CONNECTICUT	X	X						
FLORIDA	X			X				
GEORGIA	X							
ILLINOIS	X	X	X					
INDIANA								X
IOWA	X	X	X	X				
KANSAS	X	X		X				
KENTUCKY	X	X		X				
LOUISIANA		X			X			
MAINE				X				
MARYLAND		X		X				
MASSACHUSETTS		X		X				
MICHIGAN		X		X				
MINNESOTA	X	X	X	X				
MISSISSIPPI								X
MISSOURI	X	X		X				
NEBRASKA		X						
NEVADA								X
NEW HAMPSHIRE		X	X					
NEW JERSEY	X	X	X	X				
NEW MEXICO								X
NEW YORK								X
NORTH CAROLINA								X
OHIO								X
OREGON	X	X	X	X				
PENNSYLVANIA				X				
RHODE ISLAND	X	X	X					
SOUTH CAROLINA		X	X	X				
SOUTH DAKOTA	X	X		X				
TENNESSEE								X
TEXAS						X		
UTAH	X	X	X	X				
VERMONT		X			X			
VIRGINIA	X	X	X				X	
WASHINGTON	X	X		X				
WEST VIRGINIA				X				
WISCONSIN	X	X						
WYOMING	X							

FUNDING SOURCES FOR STATE TRAINING OFFICES

MATRIX E

STATE	STATE APPROPRIATIONS (in percent)	INCREASE (+) OR DECREASE (-) IN STATE FUNDS OVER PAST FIVE YEARS	FEDERAL FUNDS* (in percent)	INCREASE (+) OR DECREASE (-) IN FEDERAL FUNDS OVER PAST FIVE YEARS	
ARIZONA	80	NA	20	NA	
ARKANSAS	100	+	0	NA	
CALIFORNIA	20[1]	-	0	NA	
CONNECTICUT	85	+	15[2]	+	
FLORIDA	90	+	10	+	
GEORGIA	95	+	05	-	
ILLINOIS	87	+	13	+	
INDIANA	50	+	50	-	
IOWA	50	+	50	+	
KANSAS	100[3]	NA	0	-	
KENTUCKY	100	+	0	NA	
LOUISIANA	90	+	10	+	
MAINE	0	NA	0	NA	
MARYLAND	100	+	0	NA	
MASSACHUSETTS	25	+	75	NA	
MICHIGAN	100	+	0	NA	
MINNESOTA	80	-	20	+	
MISSISSIPPI	0	NA	0	NA	
MISSOURI	100	+	0	--	
NEBRASKA	100	+	0	--	
NEVADA	100	NA	0	NA	
NEW HAMPSHIRE	85	+	15	--	
NEW JERSEY	01[4]	-	20	NA	
NEW MEXICO	50	NA	50	NA	
NEW YORK	98	+	02[5]	--	
NORTH CAROLINA	NA	NA	NA	NA	
OHIO	67	+	33	--	
OREGON	NA[6]	NA	NA	NA	
PENNSYLVANIA	50	-	50	+	
RHODE ISLAND	95	NA	05	NA	
SOUTH CAROLINA	50	+	50	NA	
SOUTH DAKOTA	25[7]	NA	0	NA	
TENNESSEE	72	+	28	+	
TEXAS	100	NA	0	NA	
UTAH	50	NA	50	+	
VERMONT	50	+	50	+	
VIRGINIA	80	+	20	+	
WASHINGTON	100[8]	+	0	NA	
WEST VIRGINIA	50	+	50	+	
WISCONSIN	0[9]	NA	0	NA	
WYOMING	75	-	25		

*Federal Fund source is Intergovernmental Personnel Act Program, U.S. Office of Personnel Management unless otherwise noted.

**NA -- information not available

(1) 80% of the budget is funded through tuition reimbursements.
(2) Includes some HHS Title I-A funds.
(3) 100% of the budget is funded through tuition reimbursements.
(4) 79% of the budget is funded through tuition reimbursements.
(5) Includes Federal Highway Safety Funds.
(6) The budget is funded through per capita assessments to state agencies.
(7) 75% of the budget is funded through tuition reimbursements.
(8) Training is funded by a percentage of each agency's salary line.
(9) 100% of the budget is funded through tuition reimbursements.